

# MANAGING BY NETWORK

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. . . A New Model for the Public Sector. . .



# CHANGING WITH THE TIMES

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A fundamental transformation is happening in the way public services are being delivered, and in the way local and national governments fulfill their policy goals.

The top-down bureaucratic management style is being transformed into governing by network.

# DEFINITION OF NETWORK MANAGEMENT

Creating and managing an array of public, private and nonprofit partnerships, supported by information technologies, with a goal of increasing the quality and range of choices for services formerly provided or determined solely by the government.

# CONFLUENCE OF TRENDS

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- Growth of third-party government
- Joined-up government
- Digital revolution
- Consumer / public demand



# NEW ROLES FOR AGENCIES AND PARTNERS

Government is relying less on public employees in traditional roles, and more on a complex interlocked network of partnerships, contracts, volunteers and alliances to accomplish mission-critical work.



# PARTNERSHIP

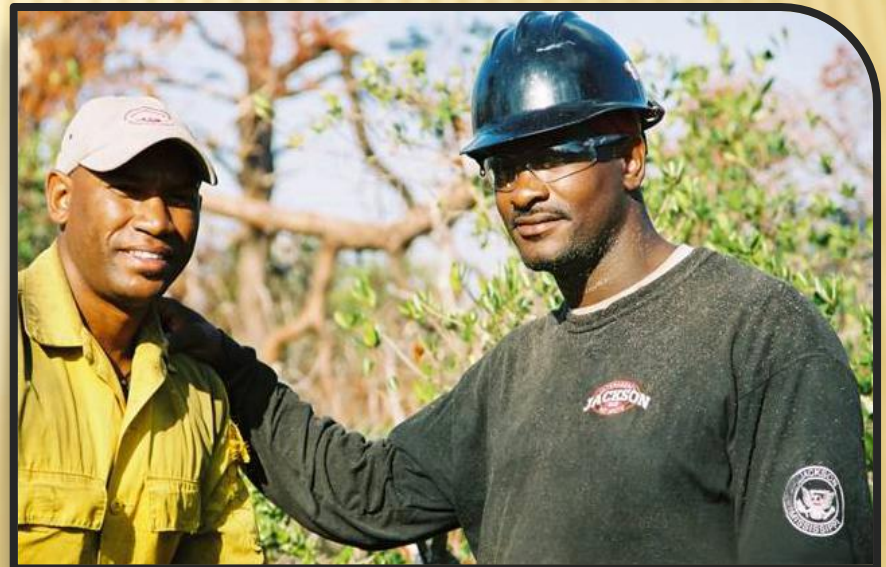
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Refers to a voluntary and mutually beneficial collaborative relationship between the Department of Interior and one or more partners, built on the contributions of each partner and formed to achieve or assist in moving toward a common goal.

A partnership may involve one partner utilizing another's unique abilities, or it may be sharing a resource (money, time, knowledge, equipment, etc), to accomplish short- or long-term objectives agreed upon by all participating partners.

# BENEFITS OF NETWORKING

- Increases capacity to meet management responsibilities
- Supports accountability and transparency
- Accomplishes mission-related tasks
- Fosters entrepreneurship and trust
- Supports innovative solutions





# TESTED AND EVALUATED

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Governing by Network serves as the National Park Service protocol for managing the Golden Gate National Recreational Area



# ADOPTED BY FIELD MANAGERS

Through the Managing by Network Course more than 60 managers, specialists and front line supervisors representing BLM, NPS, and USDA FS have adopted MbN practices to support partnerships and community collaboration. Their leadership can be seen at:

- ✘ California Coastal National Monument
- ✘ Cascade Siskiyou National Monument
- ✘ Craters of the Moon National Monument and Preserve
- ✘ Fort Stanton National Conservation Area
- ✘ Grand Staircase-Escalante National Monument
- ✘ Gunnison Gorge National Conservation Area
- ✘ Headwaters Forest Reserve
- ✘ Ironwood Forest National Monument
- ✘ Sequoia National Forest
- ✘ Jupiter Inlet Lighthouse Outstanding Natural Area
- ✘ King Range National Conservation Area
- ✘ Las Cienegas National Conservation Area
- ✘ McInnis Canyon National Conservation Area
- ✘ National Historic Oregon Trail Interpretive Center
- ✘ Santa Rosa & San Jacinto Mountains National Monument
- ✘ Sloan Canyon National Recreation Area
- ✘ West Eugene Wetlands Eugene Siuslaw Resource Area, BLM
- ✘ Yaquina Head Outstanding Natural Area

# DISTRICT, STATE AND WO MANAGERS

- ✘ Outdoor Recreation Planning, Partnerships/ RTCA Office, National Capital Region, NPS
- ✘ Outdoor Recreation Planning, California State Ethics Coordinator, Leave No Trace, California Desert District Office, BLM
- ✘ Outdoor Recreation Planning, Carson City District, BLM
- ✘ Outdoor Recreation Planning, Burns District, BLM
- ✘ Outdoor Recreation Planning, Andrews/Steens Resource Area, BLM
- ✘ Outdoor Recreation Planning, Shoshone Field Office, BLM
- ✘ Outdoor Recreation Planning, Program Lead, Ely District Office, BLM
- ✘ Archaeologist and BLM Tribal Liaison, Arcata Field Office, CA, BLM
- ✘ NLCS Lead, Nevada State Office, BLM
- ✘ Partnership Program, OR/WA State Office, BLM
- ✘ NLCS National Monuments and Conservation Areas Program, BLM
- ✘ NLCS Science, Research and Monitoring Program, BLM
- ✘ NLCS Wild and Scenic Rivers Program, BLM
- ✘ Program & Management Analyst, Evaluations and Management Services, BLM
- ✘ USFS National Partnership Office

# MANAGEMENT SKILLS REQUIRED

- big picture thinking
- negotiation
- risk analysis
- contract management
- tackle unconventional problems
- strategic thinking
- interpersonal communications
- project and business management
- team building



# MANAGING BY NETWORK COURSE

## How do we learn this new skill set?

Participants will gain insight into *Managing by Network* concepts and skills through peer-learning, case studies, interactive exercises and facilitated discussions of the best management practices.

## Where do we meet?

Participants join their colleagues and our instructor and management coach, Liz Madison via WebEx conferencing. Through coaching and peer learning, participants will apply the best management practices of *Managing by Network* to their current responsibilities.

## When do we meet?

The next course starts on January 12 and 13, 2011. Course participants select from one of two scheduled WebEx conference call sessions on either Wednesday or Thursdays. From January 12 to August 25, participants will meet twice a month for 90 minutes in small groups via WebEx. In September and October all participants will participate in course case study presentation sessions.

# WHAT SKILLS ARE THE FOCUS OF THIS COURSE?

The best management practices (BMP) of *Managing by Network* are based on applying the following management skills and professional competencies

- ✖ Accountability
- ✖ Community Collaboration
- ✖ Collaborative leadership
- ✖ Conflict Management
- ✖ Consensus Building
- ✖ Entrepreneurship
- ✖ External awareness
- ✖ Facilitation
- ✖ Financial management
- ✖ Influencing/Negotiation
- ✖ Leveraging partnerships
- ✖ Partnering
- ✖ Partner cultural awareness
- ✖ Partnership management
- ✖ Planning and evaluation
- ✖ Political savvy
- ✖ Strategic thinking
- ✖ Teamwork
- ✖ Teambuilding
- ✖ Vision
- ✖ Organizational development
- ✖ Developing and managing agency agreements for partnerships
- ✖ Managing donation and fundraising activities in partnerships

# COURSE CONTACT INFORMATION

For more information about this course:

**Diane Nelson**, Training Coordinator, BLM National Training Center

[dcnelson@blm.gov](mailto:dcnelson@blm.gov) or 602-906-5548

**Liz Madison**, President, Liz Madison Consulting,

[lmadisonconsult@aol.com](mailto:lmadisonconsult@aol.com) or 703-450-7870

“The Managing by Network course enhanced my ability to develop and manage partnerships by providing me with a number of useful tools, systems, and operational frameworks to maximize accomplishments. The opportunity to work with a skilled mentor, and learn by observing the processes of my colleagues offered information that I would not have found elsewhere. Also I am usually too busy to go looking for help.”

~ Course Participant  
November, 2010